



A BRIEF OVERVIEW ON THE PORTUGUESE WORKSHOPS

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Brussels, May 8th 2013

A brief overview

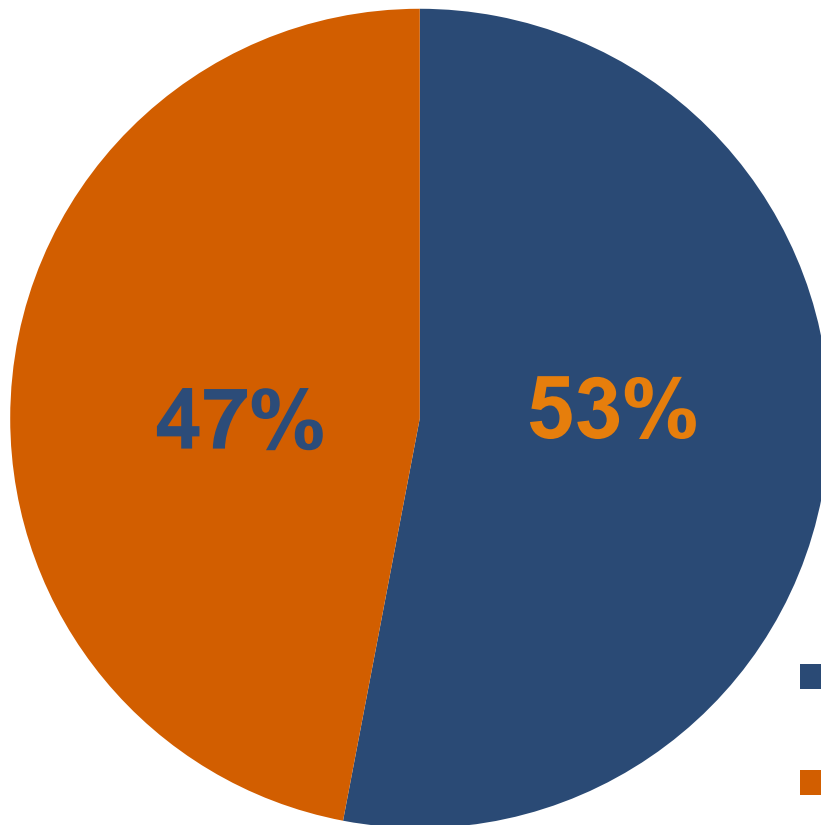
- **2 full day workshops in May 2012 (29th and 30th)**
- **Trainer: Jan Adriaanse**
- **60 participants (30 each day; 15 women)**
- **Member companies**
- **One of the 2 invited unions attended**

A brief overview



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Participant companies



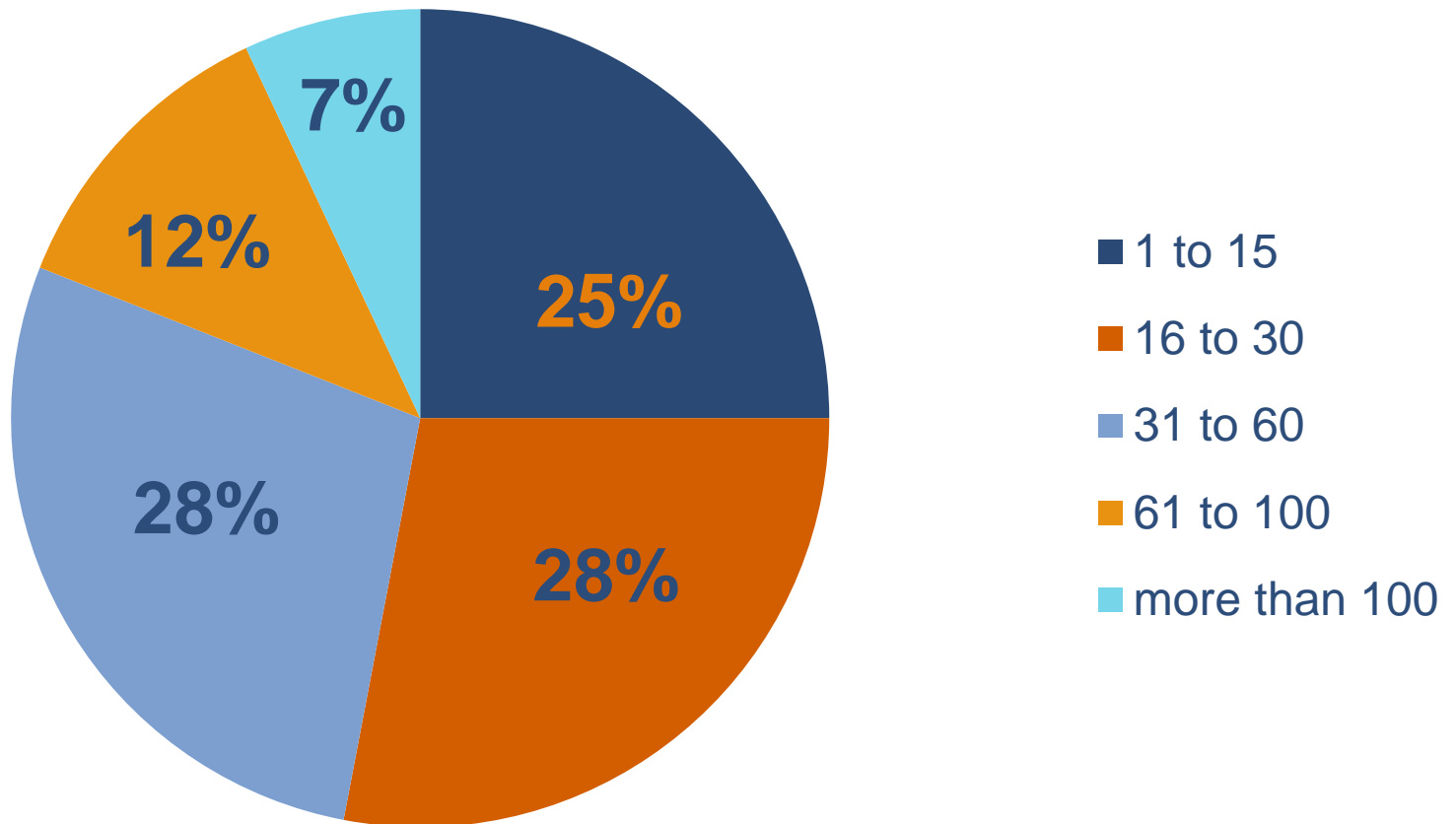
■ Lisbon

■ More than 50km from Lisbon



A brief overview

Participant companies by size (n. workers)



A brief overview

- **Summary of the agenda:**
 - Participants' introduction round and expectations/experiences
 - Apigraf on the Portuguese industry and restructuring
 - Intergraf restructuring report and toolkit
 - Companies' failure: causes and lessons
 - Concepts: “*restructuring*”, “*strategic development*”, “*restructuring planning*”
 - Group exercises 1 (PEST analysis), 2 (SWOT analysis) and 3 (Finding a Blue Ocean for your printer company...)

A brief overview

| Participants' feedback form: 53 answers (5 to 1 rating) | 5 - "yes, strongly agree" | 4 - "yes, somewhat agree" |
|---|--|--|
| <i>"Did the event match your needs?"</i> | 45,3% | 54,7% |
| <i>"Did you gain relevant knowledge and information?"</i> | 45,3% | 54,7% |
| <i>"Will you be able to apply such knowledge and information in your work?"</i> | 43,4% | 54,7% |

A brief overview

Other questions

Anything missing in the event?

+ real cases; + time

Major learning experience?

Partnership; third party views; SWOT analysis; involvement and relationship improvement; thought about restructuring; new ideas; think strategy more deeply; act proactively

Restructuring: how important is to discuss it?

Essential; urgent

Follow-up: what would you like to see?

Updated information and data; verify what's been done afterwards at company level; Portuguese case studies; events on strategy, partnership and internationalization

- **September 2012: apigraf checked on further developments in some of the participating companies:**
 - ▣ *Work done since the workshop?*
 - ▣ *Need to extend the planned timescales?*
 - ▣ *Obstacles experienced?*
 - ▣ *Who in the business is also involved in the plans?*
 - ▣ *PEST or SWOT analysis done already?*
 - ▣ *Is there a written company strategic and action plan?*
 - ▣ *Any briefing sessions done?*

Post-workshop

- ***Work done since the workshop?***
 - Companies that already had best practices continued to use these
 - For others the workshops served as a conceptualization/organization tool to structure and frame thoughts and procedures and reach valuable conclusions they intend to implement

Post-workshop

- ***Need to extend the planned timescales?***
 - **Industry situation/economic constraints led companies to change their pace**

- ***Obstacles experienced?***
 - **Economic constraints**
 - **Resistance to change**

Post-workshop

- ***Who in the business is also involved in the plans?***
 - ▣ Different companies have different decision processes and degrees of workers involvement:
 - Strategic matters are decided by the management, with consultation processes that can reach more or less levels of directors/heads of department, etc.
 - Operational matters usually involve all the relevant workers at different levels of responsibility
 - (cont.)

Post-workshop

- ***Who in the business is also involved in the plans? (cont.)***
 - ▣ (cont.)
 - (cont.)
 - Formalization degree differs
 - Companies tend, however, to gather as much information as possible before the decision and involve all the relevant workers
 - Communication problems are not an issue in most companies

Post-workshop

- ***PEST or SWOT analysis done already?***
 - Some have
 - Some plan to do it in 2013
 - Some had already a “SWOT frame of thought”, although not aware of it (thus conceptualization learned in the workshop was a plus)
 - The basic concepts of these methods were intuitive to the companies

Post-workshop

- ***Is there a written company strategic and action plan?***
 - Most have it
 - Others have debates and align their action plans for the following year, but don't write it down

- ***Any briefing sessions done?***
 - Answers similar to the previous “involvement” question: companies debate all kinds of matters with their people, including the ones talked about at the workshop

Our feedback

- **October 2012: Apigraf was asked to answer a feedback questionnaire:**
 - ▣ *What were the reasons to our participation in the project?*
 - ▣ *How easy/hard was to have companies participating?*
 - ▣ *3 main reasons why we think companies took part?*
 - ▣ *Did the workshops achieved their objectives?*
 - ▣ *Main highlights of the workshops?*
 - ▣ *What action will we take subsequently?*
 - ▣ *Did the project make a difference for the industry in Portugal?*

Our feedback

- ***What were the reasons to our participation in the project?***
 - ▣ The project provides a structured analysis of what needs to be considered in a restructuring process and procedures on how to do it, all in a very pragmatic approach

Our feedback

- ***How easy/hard was to have companies participating?***
 - Apigraf had to contact each company, explain what the project was about and how useful would it be to participate
 - Effort rewarded by a strong attendance rate (versus the contacts made) and a generally good feedback

Our feedback

- ***3 main reasons why we think companies took part?***
 - Gather information on the workshops subject
 - Interact with other companies/the speaker and get valuable insights and ideas
 - Get a strategic (project of) analysis of their own company and of ways to evolve

- ***Did the workshops achieved their objectives?***
 - Yes
 - Further adaptation needed to the Portuguese reality

- ***Main highlights of the workshops?***
 - Companies motivated to act
 - However companies are in different stages on the discussed matters

Our feedback

- ***What action will we take subsequently?***
 - We thought of having a follow up to check how companies have evolved since (a “year after” survey)
 - Nevertheless, the current economic situation in Portugal is quite challenging for companies

Our feedback

- ***Did the project make a difference for the industry in Portugal?***
 - Contributed to get the subject structured and organized, helping companies that hadn't thought the question through yet
 - Got companies motivated to act
 - Confirmed best practices

THANK YOU



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